

DDI - 02037/86  
13 June 1986

MEMORANDUM FOR: Inspector General

FROM: Richard J. Kerr  
Deputy Director for Intelligence

SUBJECT: Draft Report on the Office of Scientific and Weapons Research

1. This report has been useful to me and to the Director and Deputy Director of OSWR. It was conducted in a professional manner and effectively addresses the strengths, weaknesses, and future challenges facing the office. [redacted]

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2. I believe that your four recommendations are sound, and we will implement them all.

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-- Concerning Recommendation #2, the Director of OSWR is pushing ahead with his Career Training and Counseling Group and will report to us by the end of the year on its operations.

-- Concerning Recommendation #3, OSWR is drafting a new long-range ADP plan and will circulate it among analysts and managers in the office to help them understand where the office is going in this constantly changing area. Many problems in this area transcend OSWR, and I believe our new Office of Information Resources will help deal with those.

-- Concerning Recommendation #4, I have asked the Director of OIA to conduct a review of his office's relationships with, and support of, the other DI offices. He is discussing with them the substantive division of labor between the units, the adequacy and timeliness of OIA's support to the other offices, and the possible utility of establishing in OIA a single point of contact where the other offices can come for help. [redacted]

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[redacted]  
Richard J. Kerr

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RECOMMENDATION NO. 2: That the Chief of OSWR's new Career Training and Counseling Group be named as soon as possible and that a report on the progress of the group be submitted to the DDI and the IG by 31 December 1986. (p. 23)

APPROVED: \_\_\_\_\_

DISAPPROVED: \_\_\_\_\_

RECOMMENDATION NO. 3: That the D/OSWR develop a long-range plan for OSWR aimed at solving its present ADP problems and meeting its future ADP needs. (p. 43)

APPROVED: \_\_\_\_\_

DISAPPROVED: \_\_\_\_\_

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**RECOMMENDATION NO. 4:** That the DDI instruct the Director, OIA, to examine that Office's relationship with OSWR and other DI Offices, identify any problems involved, and, if necessary, recommend remedial measures. (p. 49)

**APPROVED:** \_\_\_\_\_

**DISAPPROVED** \_\_\_\_\_

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A N N E X

CAREER TRAINING AND COUNSELING GROUP

Mission: Give direction, priority and structure to OSWR's training, career development and recruitment effort.

Executive Staff

Career Training and Counseling Group

Group Chief (Recruitment)	(GS-14/15)
Career Counseling	(GS-12/13)
Training	(GS-12/13)
Intel Assistant (ADP Support)	(GS-7/8)

--Will consider both DA and DI careerists for positions in Group.

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Training

--Work closely with ADMIN/Training Assistant in ALL aspects of position responsibilities.

--Set up and maintain automated files for retrieving internal and external training information on each OSWR employee.

--Set up core course guidelines for professionals, editors, secretaries/clericals, support personnel, and IAs at various stages in their careers, e.g., 0-3 years, 3-10 years, 10+ years.

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--Set up core course guidelines for current managers and those analysts with recognized potential for management; similarly set up core course guidelines for Senior Analysts (GS-15s and SIS-1/2) and those with recognized potential to assume Senior Analyst duties.

--Set up and update per CSP recommendations lists of candidates for limited quota courses, such as the MidCareer Course, the DDS&T Career Development Course, and Senior Service Schools.

--Review external training to determine if we are getting our money's worth from the expensive, short, seminar type courses.

--Survey the need for and set up as necessary courses specifically designed for the needs of particular divisions, branches, secretaries/clericals or types of analysts.

--Prepare periodic reports for D/OSWR or the DDI on Office training accomplishments and statistics.

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Career Counseling

--Be the initial contact point for personnel wanting to discuss career counseling with OSWR's Career Development Officer [redacted]. Provide pertinent background data for the CDO in preparation for counseling OSWR personnel.

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--Interview new OSWR employees periodically for the first three years in the Office to provide an informal forum to discuss the employees' satisfaction/dissatisfaction with various aspects of their assignments.

--Provide necessary information for personnel who wish to move from one career track to another (e.g., secretarial to IA, IA to professional, analyst to manager, etc.). The information will include qualifications required, training needed, advantages, disadvantages, etc.

--Provide a forum for personnel who are leaving OSWR to discuss the reasons for moving.

--Develop a "PR" program to get the word out within the Agency on the types of people we're interested in, the type of work we do, the good opportunities we have, what a great

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office it is to work in, etc.

--Set up and maintain information relating to all rotational assignments OSWR personnel participate in--position descriptions, requirements for the positions, who the incumbents are, when the positions will be vacant, etc.

--Maintain REGULAR contact, via letter, cable, or telephonically, with all OSWR personnel on rotational assignment. Prepare recommendations for reassignment of these personnel when they return based on Office needs, the returnee's desires, and the availability of positions.

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Recruitment

--Determine OSWR's requirements to fill existing vacancies and projected vacancies (professional, support, secretarial/clerical) due to attrition, shift of analytical emphasis, and new initiatives.

--Review recruiting efforts to determine where the greatest successes have been achieved--which schools, journals, meetings, ads, etc. Suggest new approaches.

--Review procedures and recommend changes to streamline the system OSWR uses to review files, interview applicants, make salary offers, and place new employees.

--Work with DI and OP recruiting personnel to schedule OSWR recruiting trips to universities and career/job fairs.

--Visit Field Recruiters to brief on OSWR needs.

--Participate in DI Recruitment Panel Meetings and activities as OSWR's Representative.

--Design an unclassified OSWR Recruiting Pamphlet to distribute to academic institutions and career/job fairs.